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The Relationship between Finance and Knowledge with the Performance of Health Workers based on the Malcom Baldrige Criteria in the Kendari City Hospital Inpatient Unit

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ABSTRACT

Introduction: A preliminary survey conducted showed that there were health workers who had poor attitudes and personalities in providing services. A part from that, his ability and work experience do not guarantee that he can provide satisfaction to patients. The aim of this research is to analyze the relationship between finances and knowledge and the performance of health workers based on the Malcom Baldrige criteria in the Kendari City Hospital Inpatient Unit.

Method: This research is quantitative using a Cross-Sectional Study design, with a population of 101 people and a sample of 81 respondents using the Cluster Random Sampling technique.

Result: The chi square statistical test at the 95% confidence level ($\alpha=0.05$) shows that the p value = 0.001 because H_0 is rejected or H_a is accepted, which means there is a relationship between finances and performance and the chi square statistical test is at the 95% confidence level ($\alpha=0.05$) shows that the p value = 0.001 because H_0 is rejected or H_a is accepted, which means there is a relationship between knowledge and the performance of health workers at the Kendari City Hospital Inpatient Unit.

Conclusion: There is a relationship between Finance and Knowledge and the Performance of Health Workers based on the Malcom Baldrige Criteria in the Kendari City Hospital Inpatient Unit.

Introduction

The hospital, which was originally a health service network that prioritized social values in carrying out its activities, has now grown into an industrial organization producing health service products. Therefore, its management cannot be separated from the management principles of an

industry. Although implementation requires a different approach because health service products are characterized by uncertainty, asymmetry of information and external impacts. As is the basic concept of an industrial organization, hospital products in the form of health services are required to be able to meet the needs of their customers,

namely providing quality health services so that the creation of a culture of quality is an absolute prerequisite for hospitals to be able to meet these demands. To achieve this condition, hospitals must carry out organizational development, which is a well-planned, long-term behavior change strategy.^[1]

Performance measurement is an activity to assess the achievement of certain targets derived from the organization's strategic goals. Performance measurement is a very important factor for organizations because performance measurement is an effort to map strategy into certain achievement actions. The performance measurement system can be used as a tool for organizational control, because performance measurement is strengthened by establishing a reward and punishment system.^[2]

The performance measurement system is expected to improve managers' perceptions of each dimension of psychological empowerment, in this case Meaning, Competence, Self-determination and Impact. A performance measurement system makes an individual's task more meaningful (Meaning) because comprehensive information about strategy and performance can help someone to realize where the organization is going and how their role fits into the broader scope of the organization. Information about performance will strengthen an individual's perception of understanding a goal (self-determination).^[3]

A performance measurement system can also strengthen a manager's knowledge of an organization's strategy and priorities so as to increase their ability to influence and act according to company priorities. Without comprehensive performance information, managers tend not to fully understand the operations of a work unit or the organization as a whole. This creates a feeling of not being able to make an impact in their area of work.^[4]

Southeast Sulawesi Province data regarding hospital service performance indicators obtained in 2021 is BOR 33.73%, LOS 3.2 days, TOI 5.9 days.⁵

Kendari City Hospital inpatient service visit data in 2019 was 17,448 visits per month, in 2020 there were 19,428 visits per month, in 2021 there were 15,900 visits per month.⁵

Regarding the effectiveness and quality of inpatient services at Kendari City Hospital, there

are several indicators that have not reached ideal parameter values, including: realization of Bed Occupation Rate (BOR) in 2019 (48.76%), in 2020 (94.63%) , in 2021 (61.5%) with a national target of 75%-85%, Turn Over Interval (TOI) in 2019 (0.22 days), 2020 (0.25 days), 2021 (0.30 days) with a national target (1 to 3 days), Average Length of Stay (ALOS) in 2019 (6.57 days), 2020 (6.68 days), 2021 (7.02 days) with a national target (3 to 12 day).^[5]

Comprehensive performance measurement is needed in this era of globalization. This performance measurement covers various aspects of the organization by paying attention to the relationships between parts of the organization. Malcolm Baldrige Criteria for Performance Excellence, better known as the Baldrige Criteria, is one method that can provide a solution to this problem.^[6]

Compared with performance measurement according to theory.⁶ The performance of hospital employees from a quantitative aspect, 78% of medical personnel, indicated that when the workload increases they will work more intensely, however, 80% of medical personnel answered that even though they have a lot of work, they still carry out the work thoroughly. From the quality aspect, medical personnel stated that they built a spirit of cooperation between medical personnel. 80% also illustrates that the work efficiency of medical personnel is quite good.

Based on a preliminary survey conducted, there are health workers who have poor attitudes and personalities in providing services. Apart from that, his ability and work experience do not guarantee that he can provide satisfaction to patients.

To increase employee work motivation, there needs to be a special strategy for management, because work motivation greatly influences the output (service quality) produced. A special strategy that needs to be taken into account is providing incentives to employees, so that providing effective incentives will have implications for the output itself.^[7]

Incentives are a form of reward or remuneration provided by an organization or company to employees in the form of material (incentive material). Incentives are another form of direct reward outside of salary which is a fixed reward. Incentives are one way to increase

employee work motivation and performance. One of the financial gifts (rewards) at the Kendari City Hospital is in the form of incentives.^[8]

A health worker must be able to improve his abilities and knowledge about the dynamics of communication, appreciation of his own strengths and weaknesses and sensitivity to the needs of other people. Without comprehensive performance information, you tend not to fully understand the operations of a work unit or the organization as a whole.^[9]

Based on these problems, the author is interested in conducting research on "Analyzing the Relationship between Finance and Knowledge and the Performance of Health Workers based on the Malcom Baldrige Criteria in the Kendari City Hospital Inpatient Unit."

Method

This research is quantitative using a Cross-Sectional Study design, with a population of 101 people and a sample of 81 respondents using the Cluster Random Sampling technique. Data collection is done by filling out a questionnaire and asking for the respondent's consent to become a research subject. If they are willing, they are asked to sign an informed consent sheet

Result

Table 1 shows that of the 32 respondents who have sufficient finances, 21 respondents (65.6%) have sufficient performance. Meanwhile, of the 49 respondents who had poor financial resources, there were 14 respondents (28.6%) with good performance. This shows that respondents with sufficient finances are more likely to perform well. The results of the chi square statistical test at the 95% confidence level ($\alpha=0.05$) show that the p value = 0.001 because H_0 is rejected or H_a is

accepted, which means there is a relationship between finances and the performance of health workers at the Kendari City Hospital Inpatient Unit. The normality test results show a significance value of 0.394. This value shows that the result is more than 0.05, which is the minimum number for the data to be called a normal distribution. Based on the analysis of the relationship closeness test, a value is obtained $\rho=0.366$. This figure shows a moderate relationship. Thus, it can be interpreted that finances have a moderate relationship with the performance of health workers in the Kendari City Hospital Inpatient Unit.

Table 2 shows that of the 46 respondents who had sufficient knowledge, 27 respondents (58.7%) had sufficient performance. Meanwhile, of the 35 respondents who had less knowledge, there were 8 respondents (22.9%) with good performance. This shows that respondents with sufficient knowledge performed well. The results of the chi square statistical test at the 95% confidence level ($\alpha=0.05$) show that the p value = 0.001 because H_0 is rejected or H_a is accepted, which means there is a relationship between knowledge and the performance of health workers at the Kendari City Hospital Inpatient Unit. The normality test results show a significance value of 0.375. This value shows that the result is more than 0.05, which is the minimum number for the data to be called a normal distribution. Based on the analysis of the relationship closeness test, a value is obtained $\rho=0.358$. This figure shows a moderate relationship. Thus, it can be interpreted that knowledge has a moderate relationship with the performance of health workers in the Kendari City Hospital Inpatient Unit.

Table 1.
Distribution of Respondents According to Financial Performance of Health Workers in the Kendari City Hospital Inpatient Unit

Financial	Performance of Health Workers				Amount		Statistical Test
	Enough		Not enough		n	%	
	n	%	n	%			
Enough	21	65.6	11	34.4	32	39.5	p value = 0.001 $\alpha=0.05$ $\varphi=0.366$
Not enough	14	28.6	35	71.4	49	60.5	
Total	35	43.2	46	56.8	81	100.0	

Table 2.
Distribution of Respondents According to Knowledge and Performance of Health Workers in the Inpatient Unit of Kendari City Hospital

Knowledge	Performance of Health Workers				Amount		Statistical Test
	Enough		Not enough		n	%	
	n	%	n	%			
Enough	27	58.7	19	41.3	46	56.8	p value = 0.001 $\alpha=0.05$ $\varphi=0.358$
Not enough	8	22.9	27	77.1	35	43.2	
Total	35	43.2	46	56.8	81	100.0	

Discussion

Financial Relationship with Health Worker Performance

Financial is a reward, namely a gift to an employee or something that an employee receives as compensation for his or her achievements to the company in carrying out work.^[10] Showing that of the 81 financial respondents, 32 respondents (39.5%) were sufficient because respondents always implemented the hospital motto which always prioritizes excellent service accompanied by a smile so that in carrying out task they use all their work abilities and prioritize satisfactory service for the community. patients who are undergoing treatment.

The results of univariate analysis showed that there were financial deficiencies in 49 respondents (60.5%). Based on the results of interviews conducted, it was felt that the financial/incentives received were not in accordance with the workload carried out, so that respondents felt there was injustice in the distribution of services in each inpatient room.

The opposite happened to officers who thought that the financial resources they received were insufficient, it turned out that the majority of officers had poor performance. This is due to the

lack of financial factors that they obtain so that they are less motivated to be productive.

Shows that of the 32 respondents who had sufficient finances, 21 respondents (65.6%) had sufficient performance. This is because financial factors really influence the performance of officers at Kendari City hospitals. It can be seen from interviews conducted with respondents that one of the triggers for their motivation to produce maximum performance is a form of appreciation from the hospital for their performance, which includes providing incentives based on the services they provide every month.

The results of the bivariate analysis showed that with financial deficiencies there were 35 respondents (71.4%) whose performance was poor. This proves that if officers feel that they have received sufficient financial/incentives, and can increase their welfare, they will try to improve their performance, whereas if they think that incentives and incentives have not been good so far, they will feel dissatisfied with their work and this will have an impact on motivation. less work.

The results of the bivariate analysis showed that with financial deficiencies there were 14 respondents (28.6%) with adequate performance. Based on the results of interviews conducted, there

is an awareness of officers who are guided by the belief in religious teachings which state that work is a form of worship, but that does not mean that people who work provide sincere and sincere service to other people whose aim is to seek profit do not get profit (incentives).

The results of the bivariate analysis showed that with adequate finances there were 11 respondents (34.4%) whose performance was poor. Based on the results of interviews conducted, there was an incentive cut of Rp. 250,000, per person for one month. The incentives are divided according to the number of officers working. It is felt that the incentives given are not in accordance with the workload carried out because they are distributed based on the level of education and length of service of nurses. Where officers with a Diploma education work according to the shifts (day and night) given, while nurses with a Bachelor's degree do not have picket responsibilities.

Based on the analysis of the relationship closeness test, a value is obtained $\rho=0.358$. This figure shows a moderate relationship. Matter This shows the large influence of financial factors on officer performance. If the officers receive good financial support from the hospital, the nurses will be more motivated to work so that they have good performance. On the other hand, if you receive poor financial results from the hospital, the performance perceived by the patient will also be poor.

Financial factors are an important factor in the performance of officers because the incentives they receive are considered not commensurate with their workload every day. Individually, many officers feel dissatisfied with the amounts of incentives they receive because it is not enough to meet their daily needs. Apart from that, nurses complained that the incentives they received were not fair and transparent.^[11]

The lack of incentives received is always a topic of discussion, and is not impossible to be one of the factors in the lack of work motivation. Efforts to solve the problem are by trying to distribute incentives better and more evenly. This method is by providing incentives in other forms, such as educational opportunities, awards and so on.

The results of this study show that there is a relationship between finances and the performance

of health workers. The results of this study are in line with other research that there is a relationship between nurse incentives in nursing care, with incentives as many as 9 nurses (81.8%) who have good performance.^[12]

The Relationship between Knowledge and Performance of Health Workers

Knowledge is the result of "knowing" and this occurs after people sense a particular object.^[13] Table shows that of the 81 respondents, 46 respondents (56.8%) had sufficient knowledge. This is due to the respondents' seriousness in developing their careers by actively accessing information related to the work they do, and always participating in education and training activities carried out by hospital management.

The results of univariate analysis showed that 35 respondents (43.2%) had insufficient knowledge. Based on interviews conducted, the lack of motivation of respondents to continue higher education according to their scientific discipline is very low, this is influenced by considerations of busy office work or household matters.

Table 15 shows that of the 46 respondents who had sufficient knowledge, 27 respondents (58.7%) had sufficient performance. This is due to the staff's experience because they have previously received basic nursing training from the hospital such as basic trauma cardiac life support training, and infectious disease prevention training which includes getting information on how to implement nursing/midwifery care so that the knowledge that respondents have has an influence on changes in respondent behavior to continue to participate in prioritizing service quality.

The results of the bivariate analysis showed that with sufficient knowledge there were 19 respondents (41.3%) whose performance was poor. Based on the results of the interview, this was influenced by the work period being < 5 years so that the respondent's work experience in serving patients was very limited, as well as the presence of elements from outside and within the staff that had a psychological impact, thereby reducing work

morale in order to fulfill health services in the hospital.

The results of the bivariate analysis showed that with insufficient knowledge there were 8 respondents (22.9%) with sufficient performance. This is due to the respondents' awareness of increasing knowledge which can increase with the length of time they have been a health worker, experience in the field in handling cases and the training they have attended. With increased knowledge, it is hoped that we can provide better services to the community.

Based on the analysis of the relationship closeness test, a value is obtained $\rho=0.358$. This figure shows a moderate relationship. The knowledge factor is one of the important factors in the performance of officers because knowledge in health sciences is very minimal because officers who have high or low educational backgrounds are less able to work together as a team so that educational background affects the quality of work. Because educational background greatly influences patient satisfaction in receiving services. Apart from that, there are still many officers at the Kendari City Hospital who are not carrying out their work duties in accordance with the SOP.

Sufficient knowledge really supports the realization of good officer performance. The higher the level of knowledge related to their role as a health worker, the wider their understanding of problems that may arise as a result of their inactivity so that they can influence decision making, including their participation in providing counseling. Every step and action that will be taken always considers its positive and negative impacts. So that a level of participation can be realized due to awareness.^[14]

Efforts to solve the problem are expected from the government to provide permission for health workers to continue their education to a higher level in order to increase their knowledge about quality health services.

The results of this study show that there is a relationship between knowledge and the

performance of health workers. The results of this study are in line with research¹⁵ stated that nurse education can influence good performance, because a nurse at work is not required to be highly educated.

Conclusion

There is a relationship between Finance and Knowledge and the Performance of Health Workers based on the Malcom Baldrige Criteria in the Kendari City Hospital Inpatient Unit. It is hoped that they will actively assess several factors that are components of the incentive distribution formula, as a basis for determining the incentive distribution system.

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